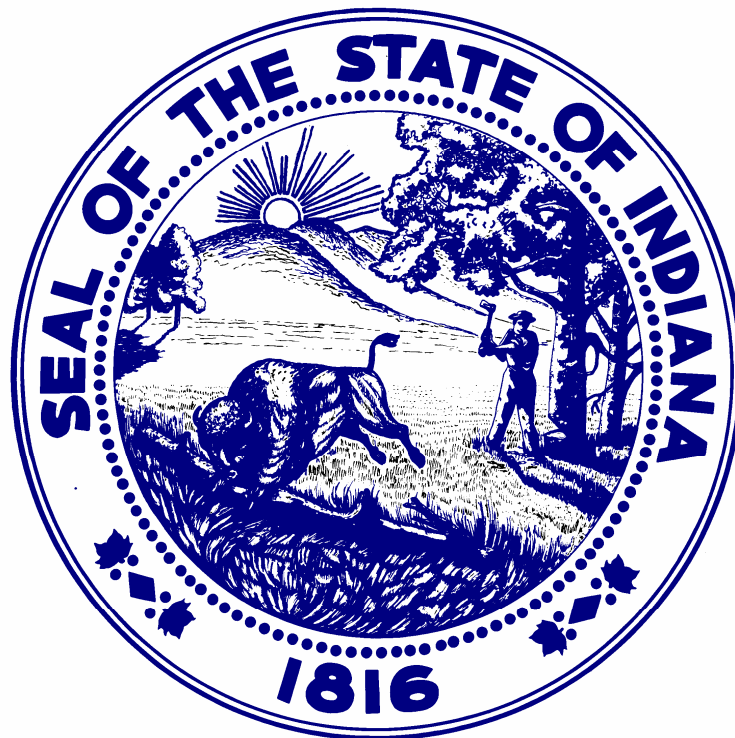


STATE OF INDIANA 2007 INFORMATION TECHNOLOGY STRATEGIC PLAN

DRAFTED BY THE INDIANA TECHNOLOGY LEADERSHIP TEAM



INTRODUCTION

The organizing objective of our administration will be higher personal income for Hoosiers, meaning more money, after taxes, in each worker's pocket.

Almost every part of state government can do something, or do it faster, or maybe stop doing something, to improve the chances of economic growth in our state.

Be prepared to help identify what your area can do, to keep track of it, and to be held accountable for progress or the lack of it.

--Governor Mitch Daniels
January 10, 2005

Over the course of 2005 and 2006, the management of information technology in the state was fundamentally transformed. At the direction of the Governor, common IT services were centralized into a newly created Indiana Office of Technology (IOT). Due to hard work of IT personnel within IOT and within the agencies, the consolidation was a resounding success. The highest qualified state personnel were retained, redundant and now unnecessary positions were eliminated, contracts were consolidated, and security improved – all with a total state savings of more than \$13 million annually.

That was phase one.

While the second phase will be more even more rewarding, it will also be more difficult. It requires the state IT workforce to look beyond issues amongst ourselves to the needs of our internal customers – those state employees charged with the direct delivery of services to citizens and businesses. There will be continued savings, improved security and higher service levels within the shared services of state IT, the area for the greatest change is within the agencies, specifically the automation of business processes. This will require the IT workforce to be more proactive and prepared to recommend and implement solutions that will bring additional savings and increased levels of service.

To this end, the state IT, lead by the state CIO and his Technology Leadership Team (TLT) have prepared this strategic plan, outlining the TLT's governance, its vision and goals for 2007. It is intended to be short, to the point, and a road map for the change over the next two years. This plan is a living and breathing document that will be continuously improved.

THE TECHNOLOGY LEADERSHIP TEAM

The TLT is the embodiment of the state IT vision and principles. Its mission is to set the direction for and comply with the state IT architecture, policies, standards and guidelines. The chair of the Technology Leadership Team is the state's chief information officer (CIO).

Membership is open to IT directors from any entity, within any branch of state government; he or she must be a willing and active participant. Currently, the TLT consists of representatives from agencies such as Bureau of Motor Vehicles (BMV), Department of Child Services (DCS), Department of Correction (DOC), Department of Education, (DOE), Department of Environmental Management (IDEM), Department of Health (ISDH), Department of Natural Resources (DNR), Department of Revenue (DOR), Department of Transportation (INDOT), Department of Workforce Development (DWD), Family and Social Services Administration (FSSA), Justice Technology and Automation Committee (JTAC), Office of Attorney General (OAG), Office of Technology (IOT), Office of Management and Budget (OMB), and Public Employees Retirement Fund (PERF).

In developing this strategic plan, the TLT established seven goal areas; governance, human resources, electronic services, service delivery, continual improvement, procurement and communication. Strategic action teams were formed for each one of these goal areas. The teams are led by a member of the TLT while other TLT members, as well as subject matter experts from the agencies, also participate in the strategic action teams.

The teams develop charters and the milestones, deliverables and timelines for their goal area. These were reviewed and approved by the TLT.

OUR VISION

TO PROVIDE SERVICE EXCELLENCE TO OUR INTERNAL CUSTOMERS

We will continuously provide and improve cost-effective, secure, consistent, reliable enterprise technology services to our business partners so that they can better serve their end-user customers. We will accomplish this by establishing a collective, inclusive approach; leveraging IT resources, assets, and benchmarked best practices; and creating effective processes and systems.

TO WORK COLLABORATIVELY

We will build a collaborative community that solves common problems and develops common approaches. We will always keep in mind the satisfaction of our key stakeholder – the taxpayer.

TO BE THE BEST

We will have a right-skilled, enthused workforce, an IT infrastructure that meets business needs (costs, security, reliability, availability, compatibility, etc.) and a governance structure to manage state IT.

OUR PRINCIPLES

INTERNAL CUSTOMERS

We must support and treat our internal customers right in order for them to serve Hoosier taxpayers and businesses effectively.

- ♥ Demonstrate every day that their priorities are our priorities.
- ♥ Be responsive, courteous and respectful.
- ♥ Demonstrate a sense of urgency in all that we do.

Trust is earned every day by doing what we say we will do when we say we will do it.

PEOPLE

The foundation of service excellence lies in our IT workforce, whether employed or contracted. For our IT workforce to provide stellar customer service we must treat them right.

- ♥ Clearly communicate expectations.
- ♥ Clearly communicate performance against expectations.
- ♥ Ensure that the right people are in the right jobs.
- ♥ Recognize and celebrate excellence.

Our qualified, knowledgeable workforce must also have a strong leadership team they will respect and follow. Our TLT will foster a team environment and encourage collaboration at all levels.

OUR PRINCIPLES

OPERATIONAL

We will perform to ensure operational and data integrity.

- ☛ Work according to generally accepted operating principles.
- ☛ Rigidly enforce our control processes.
- ☛ Achieve 100% compliance on objective audits.
- ☛ Manage IT data the same as all state assets.

Through the sharing of services and aggressively managing our costs, we will increase productivity while lowering costs.

- ☛ Consistently deliver lower cost of services.
- ☛ Do not act as a profit center.

Our Service Level Agreements (SLA) do not just measure progress; they keep us accountable to our customers for the quality of service we provide them. In order for us to be successful, we must meet or exceed those SLAs for each agency we support.

- ☛ Do what we say we will do, when we say we will do it.
- ☛ Recognize excellence:
 - Meet our service levels – acceptable performance.
 - Additionally, provide competent and timely responses to our partners – good performance.
 - Additionally, provide well thought-out ideas/solutions to improve our partners' businesses – excellent performance.

OUR PRINCIPLES

DECISION-MAKING

Although we strive to provide service excellence to our customers, the taxpayer is, first and foremost, the stakeholder whose interests will be placed in the forefront of our decisions.

- ☛ Consider decisions at the state (enterprise) level.
- ☛ Use the lowest cost alternative that will meet requirements.
- ☛ Determine cost based upon “total cost of ownership.”

When evaluating new solutions, we will always base our decisions on a business case.

- ☛ Purchasing decisions must meet the intended business requirements, regardless of whether new technology applications or a technology refresh.
- ☛ Value stewardship more than ownership.

Every effort is made to first reuse, then buy, then build.

ARCHITECTURE

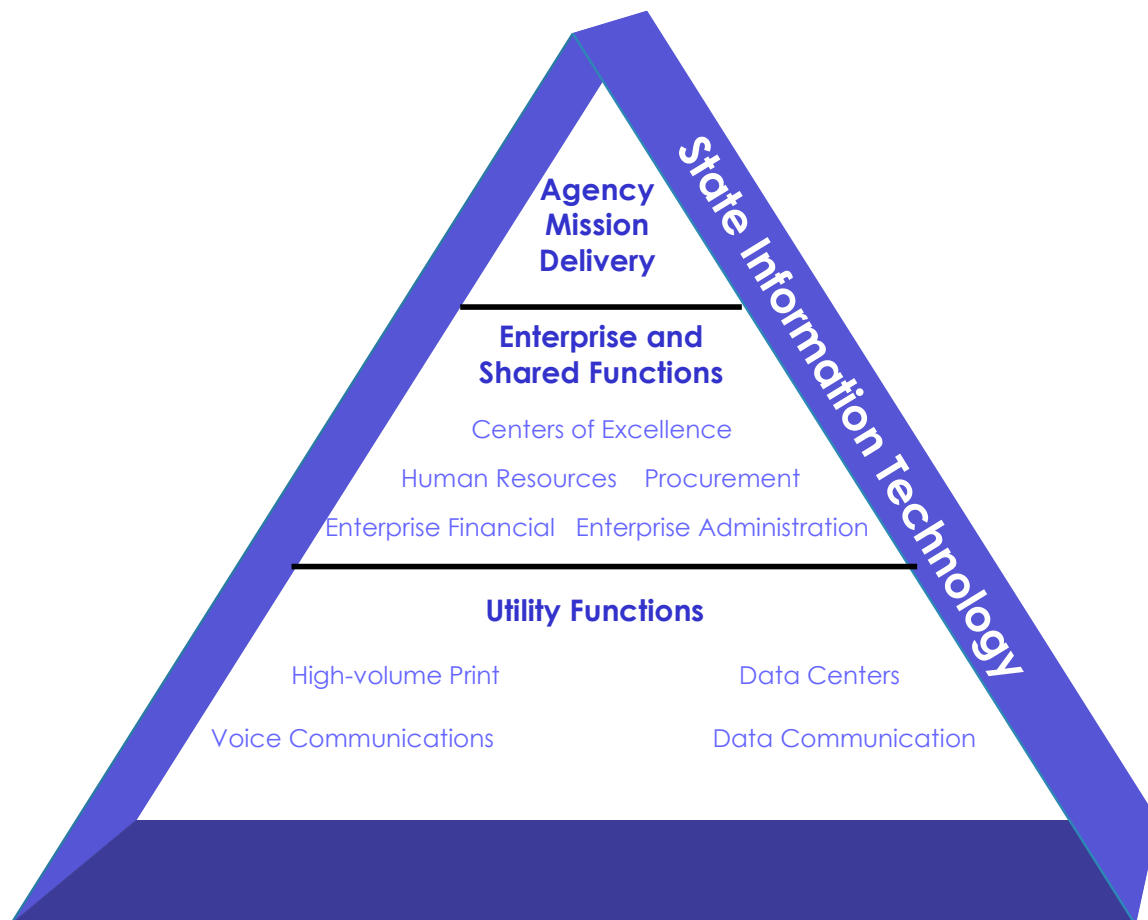
We will enforce the use of industry technology standards, unless there is an overriding business value to take a non-standard route.

STATE INFORMATION TECHNOLOGY GOVERNANCE

Three layers of technology management establish state governance structure of Indiana IT. The first, **Utility functions**, are needed by multiple agencies and not specific to individual agency requirements. These are most cost-effective when served through a large scale shared service center. Examples of utility functions include high-volume printing, data centers and voice and data communications.

The middle layer is comprised of **enterprise and shared functions**. The deployment and support of technologies and systems that are common to more than one agency or make economic sense to manage as a service center fall into this layer. The development and enforcement of common standards and guidelines that promote data sharing, interoperability and generally accepted operation practices are developed at the enterprise layer. Technology centers of excellence, human resources structures, procurement and financial processes, and architecture development and compliance are examples of the enterprise and shared functions layer.

The top layer, **agency mission delivery**, includes technology products and services that are directly and uniquely aligned with the agency missions. Child support enforcement tracking for FSSA, the BMV's vehicle registration issuance and INDOT's highway design are examples of agency mission delivery.



GOAL ONE

Establish IT governance in order to promote statewide technology decisions instead of agency-centric decisions.

As Indiana's IT organization continues the transformation from decentralized to consolidated, it becomes important for sustainability to communicate clear decision-making processes and responsibilities. By statute, IT responsibility is now vested in the state CIO as the head of state IT. The TLT is choosing to institute a governance process to establish and manage the technology direction for the state. The success of state IT is dependent on the TLT.

Collaboration and communication among the state's IT leadership will yield better decisions, provide more leverage of state IT assets and improve the quality of implementation.

Objective 1 - Formalize teams for architecture, infrastructure, business systems, human capital and investment priorities. These teams become the "feeder" system for establishing direction in their respective areas.

- Milestones
 - Establish formal teams to propose technology positions for architecture, infrastructure, business systems, human capital and investment priorities.
 - Commission the teams to create charters, organization, initial priorities and timelines.

Objective 2 - Begin promoting the TLT and its accomplishments.

Objective 3 - Develop additional *Centers of Excellence* and the oversight and user groups essential to their continued success.

- Milestones
 - Establish the priorities for the various teams (architecture, infrastructure, business systems, human capital and investment priorities).

Objective 4 - Form direction on all agency business systems acquisition and upgrade.

- Milestones
 - Manage the team output to assure that objectives are being delivered.

GOAL TWO

Develop comprehensive long-term workforce and fiscal planning systems that will continue to support the state's IT workforce needs as well as show fiscal responsibility to the masses.

As centralization efforts continue, an all-inclusive workforce planning system, including the Indiana State Personnel Department's (SPD) initiatives, will assist state IT leadership in recruiting and sustaining staff that adequately supports the state's IT progress. SPD's current "broadband" classification and pay system sufficiently supports the state's IT personnel needs and will be the basis for the new workforce plan.

Additionally, a process for fiscal responsibility must be compiled for state IT efforts in order to meet Indiana citizens' and state government employees' expectations.

Identifying the need for a human resources plan will allow the state to better recruit and retain a "best of breed" staff, which will in turn, increase efficiency, lower costs and ultimately increase morale among IT staff. In addition, improved management of the IT workforce will provide IT employees with a better understanding of their roles and goals while on staff.

Objective 1 - Establish and maintain a workforce planning process to acquire necessary state IT resources.

The caliber of an IT staff is an important factor for the quality of delivered services. The human resources staff will work with IT managers to determine the appropriate type of employees (state vs. contract) to hire and when to hire. Fiscal personnel will also be included in the decision-making process to determine an appropriate salary range.

- Milestones
 - Implement new broadband classifications and salary ranges – July 2007.
 - Develop and implement a workforce plan – September 2007.
 - Performance management – identify staffing needs as related to IT goals, structure and processes.
 - Training needs assessment – understand the complement of knowledge, skills and abilities currently held by state IT employees.
 - Development plan – create a training plan to address the acquisition of additional knowledge, skills and abilities identified in the training needs assessment.
 - Develop staffing plans and communicate those plans to human resources and fiscal departments – October 2007.
 - Replacement planning – address short-term state IT needs.
 - Succession planning – deliver staff that contributes to the long-term achievement of strategic goals.
 - Develop a process to review workforce plan on a biannual basis – October 2007.

Objective 2 - Develop a common process for state IT fiscal planning and reporting.

Managing the budget from a common integrated perspective will provide opportunities to enhance coordination and reporting of IT operations throughout the state.

- Milestones
 - Undertake a thorough annual or semi-annual analysis of the cost and revenue structure used by IOT; charge and recover monies used for delivery of products and services to agencies – May 2007.
 - Determine a process that uses a state IT chart of accounts to deliver aggregate accounting for consolidated IT fiscal reporting and planning on a biannual basis – June 2007.
 - Develop a process to promote and support statewide planning and funding opportunities for the training and skill enhancement of IT human resources – May 2007.

GOAL THREE

Evaluate each agency's current IT e-services and consequently provide electronic enterprise solutions that enable easy, secure, timely and transparent access to government services and quality information.

Currently, there is room for improvement in the methodology in which the state offers electronic access to fundamental government services both internally and externally. Today most government services are paper-based, hinder easy access and pose records retention issues. Also, more state agencies are finding a need for electronic learning solutions. In the past the tools used had not been customizable to meet the individual needs of the agencies.

The state has no regular means to assess the business automation needs of state agencies and no methodology for considering, at the enterprise level, technical solutions to automate business processes. Some solutions, such as document management/imaging, e-reporting, e-permitting and e-learning, are known to be needed today -- or should at least be further investigated in a collaborative manner among multiple agencies.

Effective e-services will improve agency coordination and provide better services to Indiana citizens; and improved coordination of effort and expenditures will lead to cost efficiencies and reduce duplication of effort. Additionally, e-Services can reduce storage space, costs, travel time to government facilities and provide better access to information and better compliance with records retention laws. Through a coordinated effort, the state can also reduce costs by leveraging tools, providing the ability to document professional development and tracking training for compliance purposes (*e.g.*, Continuing Professional Education (CPE), Continuing Legal Education (CLE) and Continuing Education Units (CEU)). Overall, e-services will help the state serve its external client base, state employees, business partners and regulated communities.

Having a regular survey that identifies commonality of (business) needs among the agencies will assist in providing direction on where to focus agency IT directors' efforts.

Objective 1 - Survey state agencies to identify the business needs of each and the evaluate commonalities among the responses.

The needs survey will be conducted on an annual basis through the e-Services Committee and will focus on questions geared to identify opportunities for business process improvement through automation and not the desired technical solutions to problems. The e-Services Committee will develop a process for reviewing the responses to the survey and summarizing the data into actionable categories. Before action is taken by the e-Services Team, the IT directors will review and approve their recommendations for action.

- Milestones
 - Survey state agencies (via e-tools).
 - Compile unaddressed needs.

Objective 2 - Identify “best of breed” solutions in the private and public sectors.

Document Management System (DMS)

The e-Services Team released a Request for Information (RFI) to identify document management solutions. It also released and received responses to a targeted questionnaire to agencies with document management processes in place; this will allow us to document those processes and identify best practices within state government. The e-Services Team will use the data from both of these efforts to put together a proposed DMS roadmap to address the business needs identified through the needs survey. This roadmap will be finalized before the end of 2007

e-Learning

The focus of this subgroup will be dependent on the needs survey results as well. This portion of the survey is directed to human resource directors, who direct employee development efforts. The team has identified current e-Learning investments in the state and is expanding on some established partnerships amongst agencies.

- Milestones
 - Identify current investments and tools within state government.
 - Match needs to current resources.
 - Assess best practices of other states.
 - Investigate appropriate vendors to satisfy the needs.

Objective 3 - Leverage, where appropriate, existing investments and opportunities.

- Milestones
 - Recommend and prioritize e-services for implementation.
 - Work with the Service Delivery Strategic Action Team to implement the infrastructure components.

GOAL FOUR

Translate service requirements into a technology roadmap that will lead to improved IT service.

A fully-functional, successful state IT delivery model will include Service Level Agreements (SLAs), a governance model, portfolio reviews, a disaster recovery plan and service-oriented architecture. A team will be established to develop a robust technology services delivery roadmap that will meet the varied needs of state agencies as well as enhance the service they provide to Indiana citizens and businesses.

An efficient service delivery model will allow the state to introduce new technologies quicker and more efficiently to state agencies. In addition, the model will hold state IT staff accountable to SLAs, thereby increasing IT service excellence throughout the state.

Objective 1 - Create and sustain an environment of technology implementation and service delivery excellence through collaborative work efforts.

A *Collaborative Working Environment* (CWE) supports people in their individual and cooperative work. It is a virtual or online space in which entities - independent of locale, structure or other traditional collaborative barriers - work together in real time to manage complex projects, from design to delivery and beyond.

Establishing CWEs will allow all project participants – regardless of their function, physical location or any other criteria – to be actively involved in projects and statewide initiatives, manage timelines, share information and interact with one another to reduce inefficiencies and increase productivity.

- Milestones
 - Evaluate current statewide utilization – February 2007.
 - Identify areas for improvement – March 2007.
 - Complete plan to effectively utilize existing technology – March 2007.
 - Survey other states/private companies to record their experiences – April 2007.
 - Develop a business plan for potential changes for improvement – April 2007.

Objective 2 - Maintain service delivery excellence through employment of benchmarking, measuring and comparisons to “best practices.”

Service Management is a methodology that helps state IT efficiently manage its people, processes and technology. The improved levels of customer service will provide clear benefits to the agencies so they can create a more productive and enjoyable customer experience.

Service management pushes state IT away from being a reactive technology provider and moves it to align IT operations with its agency organization's overall business objectives. Service management also offers many advantages to the agencies by streamlining common statewide IT infrastructure functions and processes.

- Milestones
 - Evaluate and benchmark current services – periodically beginning January 2007.
 - Standardize service issue resolution diagnostics: seven layers – May 2007.
 - Develop plans for service improvement – June 2007.
 - Survey other public and private entities for best practices – June 2007.
 - Identify other state functions that can be incorporated/consolidated to lower costs and provide better service – June 2007.

Objective 3 - Pursue and implement technologies at a statewide enterprise level.

Service-Oriented Architecture

A *Service-Oriented Architecture (SOA)* is a collection of standards-based interfaces to already existing systems and processes. An SOA consists of service and event interfaces to both legacy systems and newer applications. Agencies can benefit from faster and cost-efficient accommodation of existing systems, increased flexibility to access shared information on an intra- and inter-agency basis and experience easier deployment of necessary and shared services.

Reuse of existing assets, while providing a level of flexibility in deploying and reusing services, is key to successful implementation. *Enterprise Service Bus (ESB)* is the architecture selected for assisting with development and implementation of Indiana's SOA. ESB will provide agency organizations with functionality to integrate applications and data in less time and cost than current traditional integration approaches.

- Milestones
 - Develop a strategy approach – January 2007.
 - Develop the architecture – February 2007.
 - Identify immediate opportunities – February 2007.
 - SOA development – June 2007.
 - ESB governance – June 2007.

Data Warehouse

A *data warehouse* is an application with a computer database that collects, integrates and stores an organization's data accurately and provides timely management of the stored information. The use of data warehousing techniques is being promoted within the state IT strategic plan to assist agencies with subject-oriented storage of data/information. The data in the database is organized so that all the data elements relating to the same real world event or object are linked together.

- Milestones
 - Strategy approach within agencies – June 2007.
 - Data warehouse procurement and development – July 2007.
 - Identify enterprise deployment opportunities – September 2007.

Network Service Connections

Improved network services will result in high-quality support services to customers using the state's network in a cost-effective manner. A process must be established to ensure an adequate network infrastructure is available for agencies in their times of need.

- Milestones
 - Standard service connections – March 2007.
 - T1/DCS/OC3 (AT&T contract).
 - Mobile Wireless (Cingular and Sprint).
 - Agency location/needs/satisfaction identification tools – May 2007.

Next Generation Broadband Wireless

The use of wireless technology within the state is in high demand right now. In response, state IT directors have established a strategic cross-agency taskforce to determine the best practices, secure commercial service providers and implement a strategy for various state agencies that desire a high-performance wireless local area network and wide area network.

As part of an overall network service strategy, emerging wireless technologies promise to expand connectivity solutions. In particular, the state is seeking to procure cost-effective, broadband service solutions for our mobile and nomadic workforce/office locations.

To leverage the existing budget spent on voice communications technology, agencies are seeking solutions that provide for both voice over I/P (VoIP) and high speed data transport. Additionally, state IT directors are seeking standards-based, border-to-border, statewide, wireless, broadband service provider solutions. Wireless LAN for fixed, T1-connected office locations (802.11b/g) and proprietary, third-generation, “cellular,” mobile, broadband service (Cingular and Sprint) are the wireless service connections roadmap and the services currently available through IOT.

- Milestones
 - Research current and new wireless technology solutions – on-going.
 - Assess and identify overall connectivity needs – November 2006.
 - Identify unmet needs and identify new wireless technology with the potential to meet those needs – December 2006.
 - Encourage private sector to provide service via RFP procurement – March 2007.
 - Contract for service – September 2007.
 - Implement future wireless targets:
 - Establish standards-based, broadband (min 1Mbps symmetric), wireless WAN that is based on WiMax, enabling customer premise equipment (CPE) usage across multiple service providers.
 - Delivery of a continuous service network that is available in urban population centers and through all non-urban and rural locations statewide.

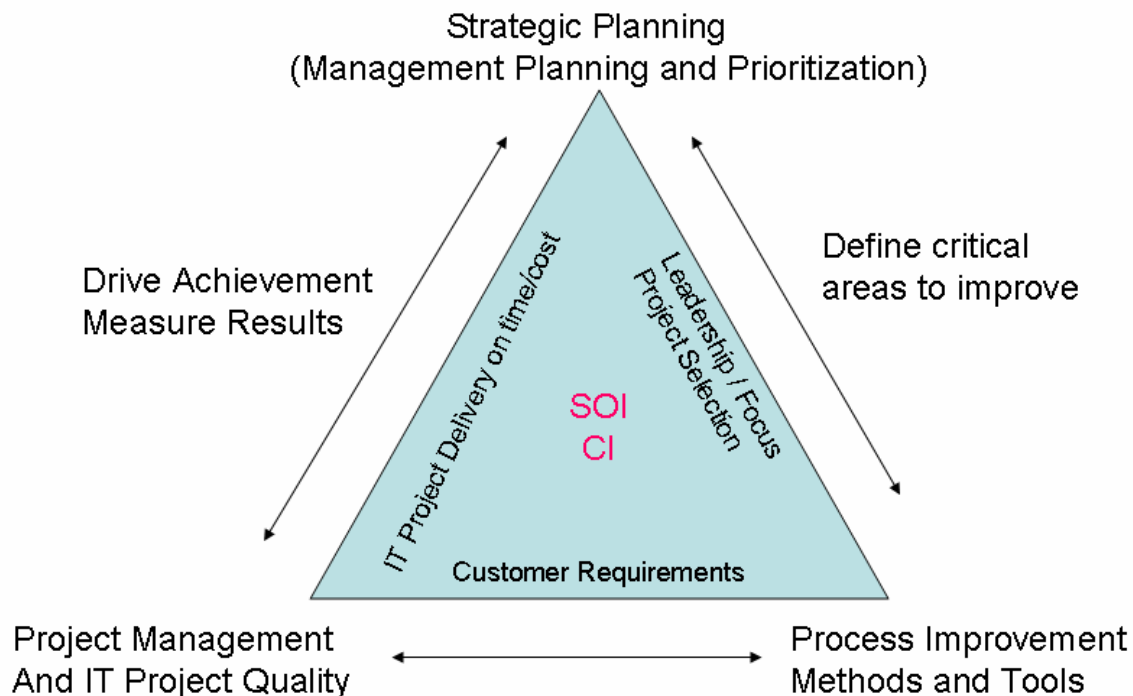
GOAL FIVE

Develop strategic planning, business process improvement and project management standards to drive the priorities for improved agency mission delivery and better serve external customers.

Common approaches, or standardized methods, to strategic planning, process improvement and project management will improve collective and individual IT team effectiveness while serving individual agencies. The data gathered from focus groups and pilot programs will measure performance and manage progress.

The development of a Continual Improvement (CI) Team, sponsored by the state IT directors, will foster and support a culture and philosophy among technology professionals to strive to continuously improve their skills and abilities. More specifically, the CI Team will build more efficient links from the business priorities of agencies to the IT systems that support them within state government. Cross-agency collaboration that “provides more with less” will be highly encouraged.

State of Indiana IT - Continual Improvement



SOI = State of Indiana
CI = Continual Improvement

Standardized practices will increase the impact and effectiveness of IT resources and investment. A few examples:

- Effective strategic planning and initiatives defining major long term goals and action oriented strategic initiatives.
- Standardized process improvement methods provide for a proactive IT team culture that understands our internal customer needs, problems and current processes and provides for standard “tools” that can be used to analyze and improve work flow via IT solutions and collective efficiency.
- Standardized project management methods that provide for common language and approach to ensure consistency and quality IT project delivery.
- Collectively, CI is a common approach to strategic planning, critical focus area process improvement and project management that will result in a highly effective IT team performance and investment outcome.

Objective 1 - Increase the effectiveness of state IT leadership through standard processes and methodology for strategic planning.

Competing priorities in state government often make it difficult to keep the IT professional staff aligned to a common vision and plan. One common pitfall of IT systems is they are often built without being properly aligned to business priorities. This often leads to inefficiencies and redundancy at a much higher cost to taxpayers. Recognizing this opportunity for improvement, the CI Team will work collaboratively with other agencies to develop a standard state IT strategic planning methodology. As the initiative is validated and developed directly by state IT leadership, technical consultancy services will be offered to state leaders interested in developing a cost-effective formal management plan.

- Milestones
 - Complete and roll-out the first Indiana State IT Strategic Plan – release of *THIS* document January 2007.
 - Complete Management Systems Planning Workshops in pilot agencies to validate and standardize processes and methods – December 2007.
 - Complete Strategic Planning Manual with State IT Directors’ Communication Team – December 2007.
 - Use Strategic Planning Manual to create a “Train the Trainer” program as a technical support service from IOT – 2008/2009.

Objective 2 - Glean information from two agency-adopted business process improvement initiatives to develop a standard state of Indiana IT business process improvement (BPI) toolbox that will be updated on a continual basis.

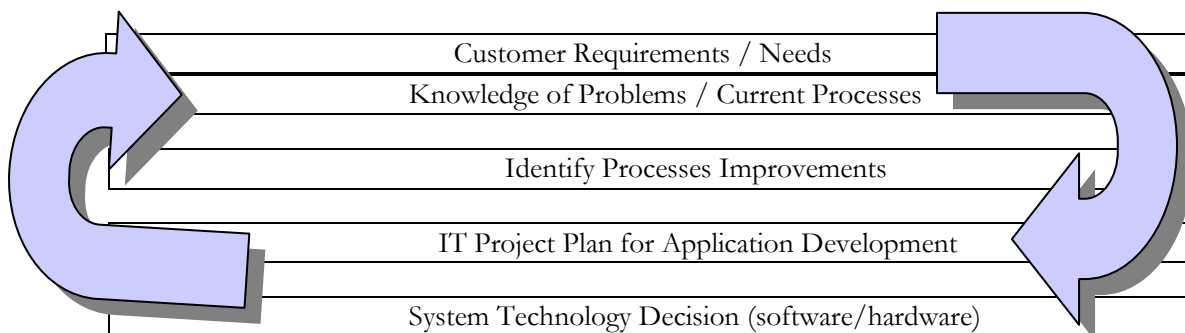
Currently two major state agencies, the Indiana Department of Transportation (INDOT) and Family and Social Services Agency (FSSA), are launching business process improvement initiatives within the entire agency or portions of their agency.

INDOT’s commissioner and his staff based their Process Excellence Strategic Initiative on GE’s Six Sigma approach. FSSA developed a government-customized version of lean modeled from W.

Edward Deming's PDCA (Plan, Do, Check, Act) Learning Cycles and the Toyota Production System. In both cases, the IT directors are either highly involved or leading the effort agency-wide.

The BPI toolbox will increase the effectiveness of the state's IT organization in delivering our various agencies missions and strategic initiatives via standardized process improvement methods and techniques.

One of the most challenging parts of an IT manager's job is to effectively and accurately capture various business information needs and understand their current processes and problems. Often effective IT application/system solutions involve the need to work along side customers or cross-functional groups to define goals and problem areas leading to a re-engineered process or workflow. The outcome often becomes a more effective requirement document that guides development of the IT project plan and application development. The goals of most IT applications are to meet business needs and priorities while providing easy- to-use, faster business processes.



- Milestones
 - Undertake key pilot projects for IT community
 - Define IT procurement processes and procedures in the agencies – June 2007.
 - Undertake key pilot projects within agencies.
 - Undertake key pilot projects across agencies.
 - Complete Rapid Improvement Event (RIE) training between FSSA/ISDH – September 2007.
 - Pilot RIE for Enterprise Death Record Data Storage & Retirement Standards – May 2007
 - Undertake key pilot project with government efficiency & financial planning.
 - Define (by March 2007) and complete – September 2007.
 - Deliver validated and measurable valued project outcomes resulting in a proven tool box with multiple but standard options – October 2007.
 - Provide for various ways for organization implementation – October 2007.
 - Establish QPA suppliers for training and plan development.
 - Provide paths toward agency self-sustaining continuous improvement business operations.

Objective 3 - Develop project management methods that will provide year-to-year progress towards best practices for state IT.

Project management means different things to different people, inside and outside of state government. The standardizing of a specific project management methodology based on an industry standard approach will allow for more efficient, collaborative efforts between state agencies as well as with private sector vendors/contractors. Using proven best practices provides the state with a more efficient and cost effective way to deliver projects on time and on budget.

The development of a standard project management methodology, consistent with common language and approach for all state agencies, will enable any agency to use the common standard while setting up a project management functionality within their agency.

- Milestones:
 - Provide a first draft of a standardized project management methodology – December 2006.
 - Report on the results of the project management assessment survey – December 2006.
 - Develop and roll out Software Development Life Cycle (SDLC) standard for Indiana State IT – 2007.
 - Validate working project management methodology – 2007.

GOAL SIX

Improve the speed of IT procurements, payables and the quality of state IT contracts.

The Request for Proposal (RFP) and contracting processes are perceived to be slow and cumbersome, leaving those who do not know the “ins” and “outs” of the process frustrated and dissatisfied. Data shows that procurement is, when properly performed, quite expedient. There remains much to be done to train people to use the bidding process to their advantage and to improve contracting. Indeed, as more state services are sourced to contracted resources, it is imperative that contracts include the necessary terms and conditions to ensure adequate service delivery and that state employees know how to *manage* the contract resources. The objective for the procurement and contracting strategic area is to measure and reduce the RFP and contracting time and create the tools necessary for state employees to become better buyers and managers of procured products and services.

Objective 1 - Continuously improve the quality of IT RFPs and contracts through published best practices and guidelines and preparation assistance.

- Milestones
 - Implement two changes to reduce the IOT procurement times – July 2007.
 - Map and publish the IOT internal procurement process and timelines as a model – July 2007.

Objective 2 - Regularly identify and implement enterprise initiatives to consolidate contracts and reduce costs through volume pricing.

- Milestones
 - Map and publish the contract approval process and timelines – April 2007.
 - Ensure that IT contracts follow best practices – April 2007.

Objective 3 - Reduce time and redundancy in the procurement, payables and contracting processes by continually improving them.

- Milestones
 - Map and publish the RFP process and timelines – July 2007.

- Revise the RFP Best Practices to include required language by type of service – July 2007.

Objective 4 - Reduce IT costs by continually reviewing costs and identifying and implementing initiatives that decrease the spending.

- Milestones
 - Identify and implement two IT cost saving initiatives – November 2007.

GOAL SEVEN

Develop an effective state IT communication plan that takes into account the appropriate mediums, audiences and messages.

Keeping the key players and stakeholders of state IT abreast of the state of state IT is essential for securing agency buy-in to future IT initiatives and maintaining a secure environment. In addition, state IT performance will be evaluated continuously and should, therefore, be publicized within and outside of state government.

Objective 1 - Create a global mechanism for the timely delivery and receipt of information.

Development of an effective communication plan that blends stakeholder needs with desired messages will provide clear, concise, easy-to-understand communication. Both internal (partner agencies and their employees) and external (Indiana citizens and businesses) should be taken into account while developing the strategy.

- Milestones
 - Develop a media campaign that provides news and editorial angles on state IT that are of value to internal and external media outlets – April 2007.
 - Use a variety of media-pitch and contact avenues – June 2007.

Objective 2 - Provide a conduit of consolidated and consistent information to educate customers and stakeholders.

A clear understanding of state IT through effective communication will make the use of state IT services easier for our customers and stakeholders and improve operations and fiscal effectiveness of state IT.

- Milestones
 - Benchmark other states to determine “best practices” and “best ideas” for state IT – March 2007.
 - Promote awareness of internal and external IT initiatives – April 2007.

Objective 3 - Maintain a process to determine the needs of internal and external customers and stakeholders of Indiana IT by surveying expectations and using focus groups. Consequently, develop a comprehensive communication plan using appropriate media.

Understanding the IT needs of internal and external customers and stakeholders will establish a process that continuously provides accurate, relevant information to all those interested in the state IT.

- Milestones
 - Setup of a mechanism to identify needs – July 2007.
 - Periodic surveys of customers and stakeholders – Ongoing.
 - Conduct periodic focus groups – Annually.

SUCCESS IS NEVER FINAL

Throughout 2005 and 2006, the TLT collaborated on the development of many objectives and activities to improve IT processes and procedures, but our work is not over. It is only through the continuation of the improvement process that lasting and sustainable progress can be made. It is only by communicating the direction, goals and objectives, as well as the accomplishments, that we can be successful in our vision and mission. Success is not an event or a milestone; it is the path, process and journey that will make the management of IT successful in the state of Indiana.